Montana Department of Corrections

Strategic Plan for

INFORMATION TECHNOLOGY

2006-2007

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SECTION 1: AGENCY CONTACT INFORMATION

Indicate the Agency Name and the IT Plan's responsible contact person(s) in the appropriate role category.

+ AGENCY NAME:

Montana Department of Corrections

+ ROLE: Plan Owner

Name: Bill Slaughter

Telephone: 406-444-3901

E-mail: blsaughter@state.mt.us

+ Role: IT Contact

Name: John Daugherty

Telephone: 406-444-4469

E-mail: jdaugherty@state.mt.us

+ Role: IT Contact (Alternate)

Name: Mike Raczkowski

Telephone: 406-444-9660

E-mail: mraczkowski@state.mt.us

SECTION 2: AGENCY MISSION & AGENCY IT MISSION

2.1 AGENCY MISSION STATEMENT

The Department of Corrections is dedicated to the Public Safety and Trust by holding adult and juvenile offenders accountable for their actions against victims through custody, supervision, treatment, work, restitution and skill development.

2.2 AGENCY IT MISSION STATEMENT

The Information Technology Bureau provides leadership, strategic direction, guidance and expertise for gathering, storing, protecting, interpreting, improving, and presenting information critical to the Department's mission.

SECTION 3: AGENCY PROFILE

The Montana Department of Corrections (MDOC), authorized in section 2-15-2301, MCA, is directed in section 53-1-201, MCA, to "utilize at maximum efficiency the resources of state government in a coordinated effort to: 1) develop and maintain comprehensive services and programs in the field of adult and youth corrections; and 2) provide for the care, protection, and mental and physical development of youth alleged to be youth in need of supervision or delinquent youth who are referred or committed to the department."

The department's five programs are: 1) Administration and Support Services, which consists of the department administration, fiscal services, information technologies, legal services, human resources, statistics, medical services and the administratively attached Board of Pardons; 2) Community Corrections, which includes probation and parole, adult pre-release unit, Warm Springs Addiction Treatment and Change (WATCh) and Treasure State Correctional Training Center (TSCTC an adult male boot camp) Missoula Assessment and Sanction Center (MASC), Billings Assessment and Sanction Center (BASC) 3) Secure Custody Facilities, which includes Montana State Prison (MSP) in Deer Lodge, the Montana Women's Prison (MWP) in Billings, and regional and private prisons; 4) Correctional Enterprises, which includes the ranch, vocational-educational and prison industries programs; and 5) Juvenile Corrections, including Riverside Youth Correctional Facility in Boulder, Pine Hills Youth Correctional Facility (PHYCF) in Miles City, a juvenile transition center in Great Falls, and out of home placements for juvenile youth.

URLs
Main department page: http://www.cor.state.mt.us/default.asp
Directors Office: http://cor.state.mt.us/About/director.asp
Community Corrections: http://cor.state.mt.us/About/AdultCommunityCorrections.asp
Montana State Prison: http://cor.state.mt.us/About/MontanaStatePrison.asp
Montana Women's Prison: http://cor.state.mt.us/About/MontanaWomen'sPrison.asp
Centralized Services: http://cor.state.mt.us/About/CentralizedServices.asp
Board of Pardons: http://www.discoveringmontana.com/bopp/default.asp
Juvenile Corrections: http://cor.state.mt.us/About/JuvenileCorrections.asp
Montana Correctional Enterprises: http://cor.state.mt.us/About/MCE.asp

Director's Office

The Director's Office in Helena provides leadership and management support to all Department of Corrections facilities and divisions. It also leads the Department's effort to effectively communicate with and inform the public and victims of crime.

➤ Correctional Practices

The Correctional Practices Bureau oversees the development and implementation of department policies; facilitates systems development;
provides technical assistance related to current correctional practices;
designs, implements and monitors staff development and training; and acts as a liaison with the Montana Law Enforcement Academy and other criminal justice stakeholders.

➤ Emergency Response

The Emergency Response and Safety program coordinator is responsible for the development, maintenance and testing of DOC's emergency response system, ensuring

each facility has the capability to respond to incidents that threaten facility security and public safety. The coordinator chairs the Department safety committee and ensures the facilities have an active safety program.

➢ Investigations

The Investigation Unit, another independent function for all DOC divisions and facilities, assists management by investigating all suspected violations of the law or DOC policy in any of the Department's programs and facilities. Unit staff conducts investigations when there is reason to believe violations of policy and/or criminal activity have occurred, constituting a threat to the safety, security and orderly operation of the program.

➢ Public Information

The public information officer (PIO) serves as the Department's victim information specialist. The office is a contact point for the public and media, often scheduling interviews and TV appearances for the Director and other staff, and assembling information.
Each DOC facility has its own public information officer.

➢ Victim Services

DOC continues its commitment to support and serve crime victims through its Office of Victim Services. The office is an information clearinghouse that answers crime victims' questions about inmate release and victim safety. Victims are often referred to victim information officers in DOC facilities around Montana, as well as to county and tribal victim advocates.

DOC subscribes to the automated Victim Information Notification Everyday (VINE) system, which notifies victims of changes in offender custody status. Victims may register for the free, confidential 24-hour service. The victim information specialist spends many hours helping them with this process.

Victims and victim advocates from across Montana comprise the volunteer Crime Victims Advisory Council, which provides direction on DOC policy and proposed legislation of importance to victims. The victim information specialist is a nonvoting council member and staff liaison. Other nonvoting members represent the Montana Department of Justice, the Governor's Office and other agencies. DOC coordinates with the Montana Department of Justice Office of Victim Services and Restorative Justice to assure that crime victims receive the help they need without interdepartmental overlap.

The victim information specialist participates in a victim component of the basic training program at the Montana Law Enforcement Academy and occasionally participates in training about victim issues at other DOC facilities.

Centralized Services Division

The Centralized Services Division supports the Department's mission through service to other divisions, agencies, victims and the public in the areas of legal, fiscal, information technology, statistics and reporting, and human resources.

➢ Fiscal Bureau

Oversees accounting, payroll, contracts, purchasing, budget allocation, federal grants, restitution collection and disbursement, inmate banking, and coordinates the executive planning process.

➢ Human Resources Bureau

Oversees recruitment and retention, position classification and control, labor relations, organizational teaming, problem solving, leadership, mentoring, grievances, wages, benefits, and Affirmative Action.

➢ Information Technology Bureau

Manages all computer related activities, including the Department's offender management systems, Victim Information and Notification Everyday (VINE), the Correctional Offender Network (CON), inmate canteen and banking system, help desk, file and print services, provides staff with technology training, network management, Disaster Recovery, forensics investigations, incident response, network and computer security, patch management, maintains Department Web Site and internal Intranet site, projects offender population trends, survey responses, statistical reports, data quality, system acquisition, system development, and participates in numerous Enterprise technology committees.

➢ Legal Services Bureau

Defends cases in state and federal district courts, the Montana Supreme Court, the Ninth Circuit Court of Appeals, and the U.S. Supreme Court, as well as maintain and develop Department policy.

Community Corrections Division

Provides supervision for 75 percent of offenders in the corrections system, through its six subdivisions and contract facilities utilizing professional supervision, sanctions, and both custodial and alternative programs for adult offenders.

➢ Interstate Compact Unit

Coordinates the movement and data tracking of probationers and parolees among states.

➢ Probation and Parole Bureau

Supervises nearly 7000 adult probationers and parolees from 23 field offices and also administers the Intensive Supervision Program(ISP), a specialized form of adult probation and parole lasting approximately 9 months. ISP uses a heightened level of supervision, monitoring devices and close scheduling. ISP offenders live at home, hold or seek jobs, and are under greater scrutiny than other probationers and parolees.

Institutional probation and parole officers serve the adult secure facilities by participating in parole and prerelease placement decisions.

➢ Treasure State Correctional Training Center

A correctional facility for men, based on a military format of discipline and treatment (boot camp). Programs employed during the trainee's 90 to 120-day incarceration include victimology, criminal thinking errors, anger management, substance abuse treatment and academic schooling.

➤ **Adult Prerelease Unit**

Contracts with non-profit prerelease centers for housing, treatment and supervision of men and women. These centers provide transition from prison to community and an alternative to prison for "diverted" offenders when public safety and the offenders' interests are best served by a level of supervision between prison and probation.

The Department also contracts with a private non-profit corporation for chemical dependency treatment and services related to entering and exiting Boot Camp.

➤ **Warm Springs Addiction Treatment and Change (WATCh)**

Provides supervision and treatment of felony (fourth and subsequent) DUI offenders. The facility is based on a modified therapeutic community approach. Those who successfully complete the six-month WATCh program may have the remainder of their 13-month mandatory prison sentences suspended.

➤ **Missoula Assessment and Sanction Center (MASC)**
➤ **Billings Assessment and Sanction Center (BASC)**

This program targets offenders whom judges commit to DOC and provides further assessment and treatment. The program is also used for sanctioning offenders who have violated conditions of probation, parole, prerelease or conditional release.

Montana Correctional Enterprises (MCE)

Provides employment and vocational training for eligible institutional inmates, consistent with the mission of the Department of Corrections to hold inmates accountable through work, skills training and restitution, while maintaining public safety and trust.

MCE benefits inmates by developing their skills and work ethics, which improve their chance for success in society. In addition, inmates working in MCE programs build a sense of self-worth through the accomplishment of established goals.

➤ **Ranch**

Provides inmate employment in range cattle, crops, feedlot, and land management operations. MCE continues to address dam compliance issues on Mud Lake, Tin Cup Reservoir and Upper Taylor Reservoir.

➤ **Dairy**

One of the top producing dairies in Montana and provides employment in the production of raw and finished milk products, and heifer reproduction.

➤ **Industries**

Maintains operations in furniture, upholstery, shoemaking, print, sign and garment manufacturing, laundry services, and telemarketing.

The MCE license plate factory is assigned to the Industries Program, which is supported by the state general fund. It produces approximately 450,000 large and 40,000 small plates annually. MCE is currently producing computerized graphic designs for digital or flat plate system approved by the 2001 Legislature.

➢ Vocational Education

Vocational Education provides inmate employment in motor vehicle maintenance, the Toyota Cutaway Project, Montana Food Bank, and the LP Lumber Processing project. MCE also offers inmate vocational education in heavy/agricultural equipment, CDL and Class D drivers' license, welding and machining, business skills and communications, technology preparation, and computer.

➢ Accounting and Support

Provides services for MCE in the area of state budget preparation and monitoring, financial statement preparation, customer invoicing, accounts receivable collection, program purchasing and payment processing, policy and contract development, inmate payroll, program coordination and support. This program also provides oversight for the MSP Food Factory budgeting and accounting. In addition, MCE works with Montana State Prison to administer the newly developed inmate fire crew, which works in conjunction with the Montana Department of Natural Resources and Conservation to fight wildfires across Montana.

Montana State Prison

Montana State Prison supervises and manages an approximate on site daily population of approximately 1,400 male offenders and more than 700 offenders in three contracted facilities. Montana State Prison is dedicated to the protection of the public, employees and offenders and to communicate with victims of crime while providing the opportunity for offenders to make positive changes.

Montana State Prison, the main prison for male inmates in Montana, is divided into three separate compounds and encompasses six levels of custody and security: minimum I and II and medium II inmates are assigned to the low security compound while medium I, and close security inmates are assigned to the high security compound. The sixth level, maximum custody, is located in a separate compound.

Montana State Prison provides programming for about 70 percent of the eligible offenders in the form of work assignments, education, recreation, religious and heath services, and treatment programming. Opportunities exist for inmate self-improvement and development of skills to enhance success upon reentry into society.

➢ Warden

This position is responsible for management of the on-going prison operation including ensuring a safe, humane and secure work environment for both staff and inmates at Montana State Prison.

➢ Administrative Officer
Coordinates all programs, all levels of management and activities for the Warden's Office.

➢ **Budget Analyst**

Oversees day-to-day financial operations of MSP including contracts, budget allocation, inmate banking and the executive planning process.

➢ **Investigations**

The Investigation Unit assists management by investigating all suspected violations of the law or DOC policy in any of the Department's programs and facilities. Unit staff conducts investigations when there is reason to believe violations of policy and/or criminal activity have occurred, constituting a threat to the safety, security and orderly operation of the program.

➢ **Health Services Bureau**

Health Services provides medical, dental and mental health services for the adult male system as well as oversight and resources for the women's and juvenile systems. Health services are responsible for costs containment, managed care, medical contract monitoring and health planning and policy.

➢ **Human Resources Bureau**

Oversees recruitment, position classification and control, labor relations and affirmative action.

➢ **Public Information/Victim Services/Interstate Compact**

This office is a contact point for the public and media. Public Information Officer assembles information, providing press releases and responds to emerging issues at the prison. Is the direct contact for victims of crime. Answers questions regarding programming, restitution and victim notification.   Directs and implements interstate prisoners exchange involving state and federal prisoners.

➢ **Deputy Warden**

This position oversees the day-to-day operation of Montana State Prison and associated operations listed below.

o **Contract Placement**

The three contract prisons were placed under the administration of Deputy Warden. The Department of Corrections operates regional prisons in partnership with Dawson County and Cascade County.   Crossroads Correctional Center, a private prison in Shelby is also under contract with Department of Corrections.   Contract monitors in each facility report to the Contract Placement Bureau Chief. Compliance and coordination of prison activity is the key to public safety and cost control.

o **Security & Housing**

Operation of the 10 inmate housing units at Montana State Prison is accomplished through coordination of Unit Managers, Case Managers and Security staff. Security staffing includes Associate Wardens, Security Major, Captains, Lieutenants, Sergeants and Correctional Officers. Specialized security units - Inner Perimeter Security Team, Armory, Emergency Preparedness and Specialized Response Team.

Attached areas include Tool and Key Control, Mail Room, Visiting, Transportation, and Property.

- o **Operations and Programs**

  Includes Maintenance, Food factory/Food Service, Warehouse, Reception Center, Habilitation Services (Education, Religion, Recreation, Hobby) and Training.

- o **Policy Officer**

  Maintains necessary operational policies and procedure to ensure functional operations and programs are maintained to direct daily prison operations.

- o **Technical Correctional Services**

  Oversees classification of inmate populations assessing custody levels for inmates. TCS also monitors disciplinary, grievance, and inmate movement for adult male and female offenders.

Montana Women's Prison

MWP continues to fulfill its obligation to the citizens of Montana by providing female felony offenders an environment within a secured setting that stresses accountability, productivity and personal growth. More than 90 percent of the inmates are involved in educational or vocational programs, partially funded by grants. Inmates may earn their GED on a self-paced computer program and attend adult education classes.

The Intensive Challenge Program, started at MWP in 2001, offers an alternative to long-term incarceration in a prison setting. Inmates accepted into the paramilitary "boot camp" program are isolated from the general offender population, where they work, attend programming and perform physical exercises at their maximum potential. Those who succeed in the 90 to 120-day program may qualify for sentence reduction or community placement.

Nearly 90 percent of the inmates at MWP participate in a parenting program staffed by volunteers. Inmates learn prenatal skills, infant care, adolescent behavior and more. The volunteers assist and lend support at the hospital when inmates give birth. The MWP addition included a parenting unit, which allows children whose mothers are incarcerated to visit in a more homelike setting. The area is also utilized for classes in parenting skills and other programs related to inmates and their children.

➤ Medical Services

Provides and coordinates comprehensive health care for the inmates.

➤ Chemical Dependency Program

Provides treatment and programming designed to help inmates make positive changes in their lives.

➤ Security Unit

Provides direct supervision of inmates and security for the facility.

> ## Clinical Services

Provides mental health services, a wellness program and family support services.

Juvenile Corrections

The Juvenile Corrections Division is dedicated to public safety and trust by holding juvenile offenders accountable for their actions through custody, supervision, restitution and life skill development, which afford youth the opportunity to plan for a successful and productive life.

> ## Pine Hills Youth Correctional Facility (PHYCF)

Grouped into six categories: central administrative services, quality assurance, health services, care and custody (including treatment services), administrative support, and education/vocation. The facility has doubled the capacity of the Sex Offender Treatment Program and continues operating the Residential Substance Abuse Treatment Program, offers Native American Sweat Lodge ceremonies, on-site basic medical services and an accredited school.

> ## Riverside Youth Correctional Facility (RYCF)

Staff are organized into education, medical, and care and custody. Provides programming in keeping with best practices for female offenders. They have initiated Native American Sweat Lodge opportunities, opened a reading room focusing on women's issues and female role models, and continue to offer an accredited school program and on-site basic medical care.

> ## Juvenile Community Corrections Bureau

Perform eight main functions: training, financial officers, placement, Interstate Compact, juvenile parole, youth transition centers, transportation, and detention licensing. Juvenile Community Corrections has also developed specialized foster homes (guide homes) for placement of "hard to place youth," instituted a mentor program with special focus on remote communities, and started a faith-based component to aftercare community teams that also provides for medical expertise. The community teams also provide opportunity for victim's involvement, employment resources, educators and law enforcement to improve youths' chance of success.

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Are there agency customers that are not properly served with existing services/systems? If yes, please describe how they are not properly served.

Yes   [X]   No   [ ]

Juvenile Corrections has had to rely on a system of paper records coupled with small database applications. Currently the Department is implementing a system that will collect demographics and other information deemed necessary by Juvenile corrections. There also exists a need to investigate information sharing between juvenile justice agencies in order to reduce duplicate data entry, provide more accurate information, improve data quality, and increase reporting capabilities.

Adult Corrections has a need for centralized data collection in several program areas that are not addressed in our current legacy systems, which include but are not limited to; Pre-Release centers, treatment programs, transportation, property, mailroom, hobbies, tool and key control, and medical.

SECTION 4: AGENCY BUSINESS PLAN

4.1 DOCUMENTED BUSINESS PLAN

Does your agency have a documented business plan? Place an "x" in the appropriate box.

Yes ☐   No ☒

4.2 PRIMARY BUSINESS GOALS & OBJECTIVES

GOAL Number: DOCG1

Goal Description: To improve the safety of the Montana public and the security of our communities and homes.

Business Objective: Manage a diverse correctional population through the strategic use of department and contract resources.

Business Objective: Provide leadership to departmental facilities and divisions.

Business Objective: Provide management support to departmental facilities and divisions.

Business Objective: Maintain policy and procedure for emergency drills in all department facilities.

Business Objective: Maintain a department wide Emergency Preparedness system.

Business Objective: Manage the Department of Corrections Policy Manual and coordinate program/facility operational policy interface.

Business Objective: Maintain the system of ongoing policy review, with focus on implementation, assistance, training and quality improvement.

Business Objective: Improve the effectiveness of the Criminal Investigation Bureau.

Business Objective: Identify and investigate criminal activity through urinalysis testing, inmate telephone monitoring and aggregating investigative intelligence including preparing reports for administrative and prosecutorial review.

Business Objective: Provide training to staff, which emphasizes the Department's mission, vision, values, policies, procedures and sound correctional practices

Business Objective: Provide training to staff which emphasizes a safe, civil, productive and harassment free work place.

Business Objective: Require the implementation of a system-wide medical/mental health/dental quality improvement program that identifies problems through quality improvement reviews and ensures problems are resolved in a timely fashion.

Business Objective: Help develop and implement technological solutions for Department and other criminal justice agency legal problems like sentence calculation and judgments.

Business Objective: Develop materials and provide training for Correction/Detention Officer Basic Training, Juvenile Basic Training, Probation and Parole Officer Basic Training, and facility training in Legal Issues.

Business Objective: Manage the Department's policy function by doing legal research, review, and drafting. Emphasize recognized best practices; Develop DOC policy umbrella with facility and division-specific policies/procedures in conformity with DOC policy.

Business Objective: Defend Department, staff, and entities in state and federal courts and administrative agencies. Handle complete litigation including investigation, briefing, trial including jury trials, hearings, arguments and appeals.

Business Objective: Enhance community supervision through appropriate staffing levels.

Business Objective: Maintain contracts with providers that have proven to be effective and safe.

Business Objective: Maintain consistent policies for managing and classifying offenders and ensure compliance with those standards.

Business Objective: The Grievance Officer will inform, on a monthly basis, the Director, MSP and MWP Wardens of potential problem areas within the institutions, based on the information received through inmate use of the grievance process.

Business Objective: Conduct annual staffing analysis of all security posts to ensure a proper relief factor is calculated for all seven and five day posts.

Business Objective: Ensure that each offender serves the required amount of time for parole eligibility or discharge and upon release/discharge, ensure proper/timely notification to the Department of Justice and local law enforcement officials to ensure proper registration and tracking of offenders leaving the system.

Business Objective: Maintain an on-going master key coding system, periodically assigning new keys and re-pinning all cylinders. Provide technical assistance to other divisions within the Department, as well as other county governmental entities as time and resources permit.

Business Objective: Promote public safety and institutional order by appropriately differentiating inmates based on their security, custody, placement and program needs.

Business Objective: Accurately maintain the central recording system adult inmate placement and movement of inmates within the prison system.

Business Objective: Establish and maintain relationships in the law enforcement community and serve as the Department's liaison with law enforcement agencies.

Business Objective: Provide a means of maintaining discipline and enforcing necessary rules with the facilities

Business Objective: Effectively manage the inmate health care system statewide by providing offenders constitutionally mandated and medically necessary health care in the most cost-effective manner while maintaining quality of care.

Business Objective: Attain compliance with conditions of the ACLU/DOJ settlement agreement at Montana State Prison, which assures compliance with national correctional healthcare standards and is a deterrent to future litigation.

Business Objective: Provide both therapeutic and preventative approaches to the management of chronic and infectious diseases in compliance with National Commission on Correctional Healthcare Standards.

Business Objective: Implement a system-wide medical/mental health/dental quality improvement program that identifies problems through quality improvement reviews and ensures problems are resolved in a timely fashion.

Business Objective: Improve the contract administration and monitoring process for health services to enhance accountability, medical outcomes and contract performance.

Business Objective: Develop a comprehensive and cost effective health services plan, which includes medical, mental health and dental services on a statewide basis to guide the Department compliance with applicable legal standards throughout the adult and juvenile corrections systems.

Business Objective: Assign, implement and track training provided to civilian employees working for MSP in accordance with Department policy.

Business Objective: Develop, implement and maintain a computerized tracking system which records and monitors incidents at the MSP facility that dictate needed changes in security aspects of the MSP operation.

Business Objective: Improve MSP facility communications and operations through development of an ongoing communications committee and active staff participation.

Business Objective: Maintain volunteer activity at MWP community involvement and understanding of correctional practice.

Business Objective: Keep a tracking system which records and monitors incidents that dictate needed changes in the security aspects of the MCE operations.

Business Objective: Ensure Correctional Enterprises staff and management lead by example and demonstrate good work ethics, values, honesty and integrity.

Business Objective: Reduce recidivism for new felony offenses.

Business Objective: Reduce escapes from secure facilities.

Business Objective: Conduct annual licensing studies for all juvenile detention facilities using a standardized licensing instrument.

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GOAL Number: DOCG2

Goal Description: To promote public trust through openness, responsiveness and program evaluation.

Business Objective: Provide the public access to Department business.

Business Objective: Establish working relations with the eight tribal councils in Montana and federal affiliations.

Business Objective: Develop and improve department staff awareness of Native American culture and its relation to correctional practices.

Business Objective: Review and update the Department lesson plans as changes occur in human resource arenas, statute, correctional practices, ACA standards or related fields.

Business Objective: Provide strategic planning, systems mapping and gap analysis sessions for the facilities, programs and divisions.

Business Objective: Utilize Administrative Rules when siting or expanding Residential facilities.

Business Objective: Better utilize the Department's Newsletter to share information.

Business Objective: Include the Department's Public Information Officer in at least one Division Management Meeting annually in order to address the Division's public relation needs.

Business Objective: Each Unit/Bureau will develop a public relations program with the assistance of the Information Officer.

Business Objective: Automate the entire Division in an effort to better evaluate programs.

Business Objective: Require that all programs under contract with Division have an effective means of measuring performance.

Business Objective: Ensure that the Warden, Deputy Warden, Associate Wardens and Security Major spend at least five hours a week out in the housing units and work areas in the facility.

Business Objective: Conduct monthly Labor Management Meetings to maintain a positive work environment and effective communications between labor and management.

Business Objective: Emphasis will be placed on holding all staff accountable for execution of daily duties, responsibilities and attainment of the mission.

Business Objective: On request the Warden and/or his designee, along with the Prison Public Information Officer, will speak to state, county, and/or local communities, clubs or organizations about operations at Montana State Prison.

Business Objective: Improve public and external communications. The Montana State Prison Public Information Officer in conjunction with the Department of Corrections Public Information Officer will work together with local media promoting and informing them of events within the Montana State Prison's Division. Periodically, Montana media will be invited to Montana State Prison for tours and updates of photos and information.

Business Objective: Work with the University system to conduct a study of program effectiveness at Montana State Prison.

Business Objective: Conduct annual review of program effectiveness indicators to determine if programs require change to meet the needs of the inmate population.

Business Objective: Produce an annual report on results of program effectiveness indicators review and corresponding action plans.

Business Objective: Develop and implement a policy regarding facility capacities for inmate populations for MSP and contacted facilities

Business Objective: Measure outcomes for secure facility CD Treatment program.

Business Objective: Measure outcomes for secure facility Sex Offender Treatment program.

Business Objective: Maintain ACA Accreditation at Pine Hills Youth Correctional Facility.

Business Objective: Maintain ACA Accreditation for Juvenile Parole.

Business Objective: Attain ACA Accreditation for Riverside Youth Correctional Facility.

Business Objective: Implement a nationally validated assessment tool.

Business Objective: Implement an automated case management and data collection system in conjunction with the Administrative Services Division.

Business Objective: Develop and implement offender tracking system to determine outcomes of MCE programming and effects on recidivism.

Business Objective: Inform the public of the purposes and benefits of correctional enterprises.

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GOAL Number: DOCG3

Goal Description: To provide accurate, timely information and support that contributes to the restoration of victims of crime.

Business Objective: Increase awareness of the needs of crime victims and respond to their concerns.

Business Objective: Ensure that applicable department training emphasizes victim sensitivity, relative victim's issues and staff victimization.

Business Objective: Provide appropriate training to all department employees on the Victim Notification System (VINE).

Business Objective: Support Department initiatives to continually improve data quality, validity and integrity by researching, developing and implementing data collection and data quality tools and methodologies.

Business Objective: Assist the Montana State Prison with the development/acquisition and implementation of a staff scheduling system.

Business Objective: Implement and maintain Application Development Guidance Council, as a replacement to the Automation Projects Oversight Committee, to give IT direction to the Department. The Council would determine priorities, accountability, find funding if needed, and overall guidance to the Departments technology direction.

Business Objective: Investigate funding opportunities to customize and implement an offender tracking system (O-TRACK), which includes offender management for Institutions, Community Corrections, Pre-release centers, Board of Pardons and Parole.

Business Objective: Continue to collect court ordered restitution and disperse to crime victims and courts as appropriate.

Business Objective: As a charter member we will work with the National Consortium of Offender Management to develop, maintain, and enhance a comprehensive electronic database for managing all aspects of offender incarceration, supervision, and rehabilitation among the participating members. We will also aide the consortium in maintaining a standardized core module set for its

members and assuring multi-jurisdiction compatibility to facilitate the sharing of enhancements, data integration, data sharing, and mutual support.

Business Objective: Support the DOC systems user base via the ITB help desk in a timely manner based upon priorities, volume and available resources.

Business Objective: Replace existing legacy data collection systems to ensure the continued quality, security and integrity of vital Department Of Corrections Offender data as resources are available.

Business Objective: Ensure the continued provision of accurate and timely statistical information requests from internal, state, federal and non-profit agencies by continually improving internal processes and developing/ maintaining high quality reporting tools.

Business Objective: Continue to support and improve the Department's web based Correctional Offender Network (CON) website to report statistical and offender level information to the public.

Business Objective: Develop and provide statistical data analysis tools that will enhance the accuracy of Department of Corrections population projections and provide the ability for analysts to effectively evaluate offender programs.

Business Objective: Employ state of the art Data Warehousing tools and techniques to maintain data accessibility and reliability along with high data quality standards and security on vital Department of Corrections historical offender data.

Business Objective: Continue the development of an information system supporting the needs of Juvenile Corrections Division

Business Objective: Support the automated victim notification system (VINE) for movement of felony prisoners in secure facilities of the State.

Business Objective: Enhance the VINE system as requested by the Victims Advisory Council deemed appropriate by the Department.

Business Objective: Continue to support the Department of Corrections connection to the Department of Justice. Responding to electronic information queries from DOJ via JAQs within 2 minutes.

Business Objective: Continue to participate in the Criminal Justice Information Sharing Project in an effort to effectively and efficiently share justice information.

Business Objective: Provide adequate staffing levels to respond to victim impact statements in the Pre-sentence investigation process.

Business Objective: Ensure P&P Bureau staff is specially trained to address the needs and issues of victims.

Business Objective: Maintain access to the Criminal Justice Information Network (CJIN) in each region.

Business Objective: Provide adequate staff in Residential Programs, thus allowing for Community Service Projects.

Business Objective: Increase the collection of restitution payments by offenders by 20% by establishing employment services to offenders.

Business Objective: Provide updates for staff on victim issues at staff meetings at least quarterly.

Business Objective: Coordinate with the Department of Corrections Public/Victims Information Officer for yearly training and support for all DOC Victims Information Officers.

Business Objective: Contacts victims and provides feedback to screening committee regarding inmates being considered for placement on the fire crew.

Business Objective: Consider local issues and victims' needs prior to making contract prison placements.

Business Objective: Assure that all written and verbal communication, especially to media and public, is sensitive to crime victims.

Business Objective: Maintain access to the Criminal Justice Information Network at Pine Hills Youth Correctional Facility for use by the Juvenile Division's employees to perform criminal background checks for prospective employees and to issue warrants for youth under Department of Corrections' supervision as necessary.

Business Objective: Develop new Private Sector/Prison Industry partnerships to expand out of state markets and increase payments by offenders to the Montana crime victims' compensation and assistance account.

Business Objective: Continue to work within our Department and with the Department of Justice, Crime Victims Compensation Unit and the Department of Public Health and Human Services, Child Support Enforcement Division on child support and restitution deductions from inmate payroll.

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GOAL Number: DOCG4

Goal Description: To reduce the risk that offenders will re-offend.

Business Objective: Provide offenders with appropriate supervision, programming and work opportunities that encourage positive change.

Business Objective: Ensure risk reduction by requiring all staff work to influence sustainable offender change, focus on safety, security and personal accountability.

Business Objective: Ensure risk reduction by requiring all offender programs to utilize Cognitive Principles and Restructuring as their foundation and where ever possible to provide vocational and educational opportunities for offenders.

Business Objective: Establish a detention option as an intermediate sanction for offenders who violate conditions of probation, parole, and prerelease or conditionally released.

Business Objective: Montana State Prison Chemical Dependency Program will recruit competent/qualified personnel to provide treatment and counseling to chemically dependent offenders.

Business Objective: Hire competent/qualified personnel to provide treatment and counseling to criminal sex offenders and develop and establish policies, statistics, levels of risk and tracking measures to determine effectiveness of the Montana State Prison program.

Business Objective: Strive to attain an 80% treatment plan completion ratio for all offenders that enter the CD/ITU.

Business Objective: Strive to attain a 90% completion ratio for all inmates that enter the SOP/ITU.

Business Objective: Conduct regular quality assurance review of MRT and CP&R programs to ensure quality of programs is maintained.

Business Objective: Continue to work on reducing waiting lists of inmates enrolled for Treatment programs.

Business Objective: Conduct quarterly management meetings of the Prison Issues Task Force to address issues, concerns, coordinate activities and consider future needs.

Business Objective: Ensure the collection of day-to-day data reflecting contract compliance among and between the regional and private prisons.

Business Objective: Develop opportunities for offenders to be involved in community service projects.

Business Objective: Continue to expand Industries Programs that employ at minimum 30 inmates.

Business Objective: Continue and enhance offender programs that emphasize total health, abstinence, positive interpersonal skills, accountability and corrective thinking.

Business Objective: Increase academic achievement of youth by one grade level or more within six months while in a secure facility. Conduct pre and post tests for academic level measuring change in academic scores.

Business Objective: Maintain community placement options for serious, violent and chronic juvenile offenders including specialized foster home placements.

Business Objective: Implement a faith-based component for community programs.

Business Objective: Implement a mentoring program for youth placed in remote communities.

Business Objective: Maintain or increase the number of offenders involved with the Ranch and Industries programs.

Business Objective: Maintain Vocational Education programs for offenders at the Deer Lodge prison facility with reduced general funding components.

Business Objective: Provide vocational education that will allow the offender to gain employment within the prison, and the public sector upon parole or discharge.

Business Objective: Review other state's work programming for inmates and effects on recidivism.

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GOAL Number: DOCG5

Goal Description: To operate correctional programs that emphasize offender accountability.

Business Objective: Provide offenders discipline, classification, restitution and work.

Business Objective: Gain adequate funding to allow for continued community programming.

Business Objective: Expand Intensive Supervision Programs.

Business Objective: Maintain the utilization of urinalysis monitoring as outlined by federal guidelines.

Business Objective: Ensure that Associate Wardens conduct weekly reviews of severe and major category disciplinary reports to ensure rules and regulations are being properly and uniformly enforced.

Business Objective: The Warden, Deputy Warden and Associate Wardens will meet daily, Monday through Friday, to review use of force and incident reports, ensure appropriate follow-up of critical incidents, maintain an administrative log to document all critical incidents and to ensure uniformity of enforcement. In addition, the Warden's Management Team will meet weekly.

Business Objective: Decrease offender idle time through work and program assignments.

Business Objective: Operate the new Diagnostic Intake Unit in a safe, secure and orderly manner to ensure the appropriate classification and placement of offenders.

Business Objective: Explore with MCE potential industries programs for the contracted facilities to reduce inmate idleness and help prepare offenders for reentry into society.

Business Objective: Strive to achieve ACA standards where possible in all secure care facilities to promote equity, continuity and parity for staff and offenders. This also works toward a systemic approach, which will serve as a deterrent to future litigation.

Business Objective: Develop, implement and hold staff and inmates accountable for MSP/MCE guiding principles for operations.

Business Objective: Adhere to offender disciplinary policy and classification system.

Business Objective: Emphasize accountability for thoughts, words and actions in all functions within the facility.

Business Objective: Offenders will be held accountable to demonstrate appropriate interaction skills with offenders and staff members as documented in semi-annual classification reviews.

Business Objective: Offenders will be provided training in the areas of interpersonal communication skills, crisis/anger management, and the alleviation of criminal thinking errors in accordance with MWP programming policy and objectives.

Business Objective: Increase the number of community service hours worked, the amount of hours worked and amount paid to victims.

Business Objective: Complete accurate position descriptions for offenders working in MCE programs.

Business Objective: Complete accurate and timely monthly evaluations for all MCE offenders that are consistent with offender position descriptions.

Business Objective: Provide efficient shops, similar to those found in the private sector, and provide training based on quality, safety, productivity and personal responsibility.

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GOAL Number: DOCG6

Goal Description: To provide work and program environments based on professionalism, personal
responsibility, and respect.

Business Objective: Operate the Department in an effective, safe and fiscally responsible manner.

Business Objective: Manage an academy model-training program, with consistent quality pre-service
and in-service training for each staff member.

Business Objective: In conjunction with Peace Officers Standards and Training (POST), maintain an
accurate Department-wide method of documenting staff training and facilitating the POST
certification of Correctional and Probation and Parole Officers.

Business Objective: Monitor the implementation and application of the Department-wide Field
Training Officer Program (FTO).

Business Objective: Develop standards based compliance audit tools for each program within the
department.

Business Objective: Conduct compliance assessments on all facilities and programs within the
department.

Business Objective: Develop a method for identifying, measuring and implementing quality
improvement initiatives.

Business Objective: Implement and enforce a department safety program with emphasis on
education & training, safety discussions at all department staff meetings and measured accountability
for safety performance.

Business Objective: Continue to work with HR to improve our Early Return to Work program.

Business Objective: Require lesson plans and when applicable participant materials are utilized when
conducting training classes.

Business Objective: Effectively manage the statewide Training Records System by requiring roster,
lesson plans and participant materials are submitted to the Correctional Practices Bureau, upon
completion of all course.

Business Objective: Strive to obtain an unqualified fiscal audit opinion for the department in the
Legislative Audit performed every two years.

Business Objective: Provide an accurate and timely budget status report to the director, each
division administrator/warden/superintendent, and program manager.

Business Objective: Work with program managers on understanding and utilizing monthly budget
status and SABHRS (Statewide Accounting, Budgeting and Human Resources System) reports.

Business Objective: Payment of 95% of all correctly submitted invoices for payment within 10
working days of receipt in the Helena Fiscal Bureau. In no event shall payments exceed the statutory
timeline.

Business Objective: Complete Implementation of SABHRS current upgrades (Statewide Accounting,
Budgeting and Human Resource System) throughout the agency.

Business Objective: Continue to support the Montana Procurement Card throughout the agency.

Business Objective: Ensure that appropriate department staff is advised of changes to state code, administrative rules and federal regulations, and congressional action affecting availability of federal grants.

Business Objective: Disseminate timely updates to the Department's Purchasing Manual and distribute to the appropriate staff at the facilities.

Business Objective: Provide leadership in all processes involving federal grants including sub recipient monitoring.

Business Objective: Implement broadband pay tools and procedures agency wide.

Business Objective: Design tools to measure HR functions and results. Begin charting progress with respect to these measurable and design pay for performance piece to reward staff contributions to demonstrated results. Use this work as a pattern to assist other work units to design such pay components.

Business Objective: Expand efforts to get customer feedback and schedule such assessments on a recurring basis to provide perspective on improvement efforts.

Business Objective: Provide a concerted training effort to get all work units focused on the comprehensive use of competencies to manage their Human Resources.   Arrange training and promote the use of People Soft (HR) modules by all management to manage competencies in the workforce.

Business Objective: Provide new kinds of HR support in the areas of problem solving and organizational analysis.

Business Objective: Provide measurement and analysis services in areas of HR interest for purposes of planning.

Business Objective: Participate and represent the Department in the Corrections Technology Association to promote best practices and continue to assist in the joint development and implementation of correctional standards for information systems among the member states.

Business Objective: As active members, we will work with CTA (Correctional Technology Association) in developing and implementing correctional IT standards.

Business Objective: Review and update the Department technology plans as changes in business plans are communicated by the management team.

Business Objective: Provide an appropriate and adequate level of training to staff as technology advances, and facilitate enhanced efficiency with current systems.

Business Objective: Assist the Department with the development of a Business Continuity Plan upon completion and full implementation of the Departments Technology Disaster Recovery plan.

Business Objective: Perform medical, dental and pharmacy reviews of claims and reports to ensure the proper level of care is being provided to offenders and offender care is in line with the allocation of expenditures.

Business Objective: Improve the rate of collection of Supervision Fees.

Business Objective: Expand Community Corrections Programs that are cost effective and that serve as a viable alternative to incarceration.

Business Objective: Enhance professionalism, staff salaries, staff retention & recruitment by utilization of the Competency Based Management Program.

Business Objective: Maintain over-site of the felony DUI program to measure the program's effectiveness.

Business Objective: Continually develop and monitor preventative maintenance programs to ensure a controlled, safe environment for staff and inmates.

Business Objective: Coordinate activities at MSP to remain in compliance with 1991-settlement agreement.

Business Objective: Promote public safety and institutional order by appropriately differentiating inmates based on their security, custody and program needs.

Business Objective: Conduct security audit of all adult secure care facilities every two years.

Business Objective: Manage male prisons division's capacity to ensure effective, safe and efficient operations through the use of established screening criteria.

Business Objective: Provide technical assistance and consultation, including classification, policy, discipline and grievance assistance to all contracted facilities on an ongoing basis.

Business Objective: Continue regular employee performance evaluations that include assessment of professional behavior, interpersonal skills, and ethics. (Title 2, Chapter 2, Part 1; 53-1-203, MCA; Standards of Conduct for State Employees.

Business Objective: Provide Department Policy DOC 1.3.1, Guidelines for Employee Performance, to all MWP staff upon hire.

Business Objective: Provide training during fiscal years 2004 and 2005 to all personnel regarding professional behaviors and specific performance expectations through formal training and informal sessions/meetings.

Business Objective: Maintain a clean, safe environment for staff and offenders at MWP emphasizing preventative maintenance and adhering to fire and safety procedures in accordance with local and State licensing authorities.

Business Objective: Continue participation in Labor-Management Committees.

Business Objective: Continue to conduct regular performance appraisals.

Business Objective: Juvenile Division employees will provide training on Interstate Compact Procedures for Juvenile Probation Officers, Juvenile Parole Officers, Correctional Facilities' Case Managers and pertinent staff at the Supreme Court Administrator's Office.

Business Objective: Administer self-supporting programs designed to meet customer needs and to save tax dollars.

Business Objective: Guarantee customer satisfaction with responsible customer service and on-time delivery.

Business Objective: Ensure all MCE operations are complying with the MCE Division's mission.

SECTION 5: AGENCY IT PLAN - GOALS, OBJECTIVES & MEASURES

5.1 AGENCY IT PLAN - GOALS, OBJECTIVES & MEASURES

Describe the primary IT goals and objectives from FY 2004 through FY 2007. Each goal and its associated objective and measures should be numbered and identified sequentially.

Agency IT Goal Number: ITG1

IT Goal Description: Implement O-Track Multi-State Offender Management System.

What are the benefits & who are the beneficiaries?

O-Track replaces severely outdated and obsolete Legacy Database management systems that are currently in use. The Benefits of obtaining O-TRACK include the ability to accurately collect and report critical Corrections information using a windows type user interface. This will provide an interface that is intuitive and easy to use. It also, will prompt the user when additional information is required or inaccurate data is being entered. Additionally, it will add the new capability of the data warehouse to address the information needs of staff, managers, and administrators. This includes the capability to generate on-demand reports and automatically calculate workloads to proactively balance staff assignments. This will assist managers in acquiring new staff, responding to work overload, and tracking trends in caseloads.

O-Track is written in a software language that is widely used throughout the world. This commonality will enhance the department's ability to find and maintain future employees that are familiar with the programming language that will provide program maintenance and future updates to the system.

O-TRACK will give the department the ability to more accurately forecast population growth and related assessments of how changes in offender population trends would effect staffing and budgetary requirements.

The O-TRACK system's offender case file has data related to vital statistics, information face sheets, photographs, alerts, status and movements, caseload assignments and checklists, pre-sentence investigations, probation, community service, diagnostics, reception and orientation, classification, risk/needs assessments, education and training, offender employment, treatment, programming needs, visitor information, prerelease preparation, victim notification, Board of Pardons and Parole scheduling, cell assignment alerts, counts, offender clearances and passes, searches, incident reports, discipline and hearings, obligations, victim restitution accounting, mail, property, criminal history file, warrant notices, gang activities, and tattoos. We intend to share read-only access with law enforcement agencies to allow them to search for criminal history information.

The current systems used by the department are not able to track offenders in pre-release centers and we must rely on subcontractors to supply us with needed information in paper format. This system would allow the centers to participate in the regular offender counts with the secure care institutions. The offender photographs that this system stores will keep department staff from making critical mistakes.

The system could be implemented in 18 months, needing to be changed only in areas that are specific to Montana Code Annotated and Montana Correctional Practices.

The system is less expensive than the cost of building a new system or buying a commercial application.

The system is in production in multiple states, giving Montana Corrections the ability to share correctional information between these states in the future which it turn benefits our ability to benefit Homeland Security efforts.

Access to the shared knowledge from member states will enhance our future development, support, and provide access to the development efforts of member states. Member states can share the cost of future enhancements to the system by distributing the cost of module development among when multiple states need the same enhancements.

Currently other consortium member states have spent **$13,306,636.35** on development, not including the multi-million dollar enhancements currently being undertaken by Idaho and Wisconsin. Montana gets this software at no cost, but instead agrees to share our enhancements with the other states involved in the project.

What agency business goals or requirements are supported by this IT goal or initiatives?

This goal supports Department goals DOC1, DOC2, DOC3, DOC4, and DOC5.

Describe how this goal supports the state IT goals and initiatives.

This supports several state IT goals including; Customer Focus, allowing the Department to deliver information to the citizens reliably, efficiently, and affordably; Move Forward Together, by sharing IT resources, information, technology, with other states; Fiscal Responsibility, taking advantage of the investment and work other states have done, and the Right People.

IT Objective: Determine GAP between O-Track and current Montana Correctional Practices

Measure: Completed GAP analysis report (done).

IT Objective: Determine equipment needs. (DOC owned or ITSD hosted).

Measure: Decision from ITSD to host or not host.

IT Objective: Acquire funding for customization.

Measure: Receive funding from Federal Grant or Montana Legislature.

IT Objective: Develop project plan in conjunction with ITSD.

Measure: Detailed project plan accepted by ITSD.

IT Objective: Implement O-Track for Institutions, Community Corrections, and Board of Pardons.

Measure: Successful implementation of O-Track.

IT Objective: Develop Juvenile Specific module

Measure: Measures will include same measures for adult modules listed above.

IT Objective: Implement Medical module.

Measure: Measures will include same measures for adult modules listed above.

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Agency Goal Number: ITG2

IT Goal Description: Develop basic information sheet for Juvenile Division.

What are the benefits & who are the beneficiaries?

The benefits of developing a basic information sheet for Juvenile Corrections includes: collecting information in a central data repository rather than on paper, eliminating duplication of effort between secure housing staff and parole officers, creating a more seamless transition of youth from one program to another, and easier collection data for reporting and analysis.

Beneficiaries include not only the Department, but also the youth and other agencies interested in Juvenile Justice issues.

What agency business goals or requirements are supported by this IT goal or initiatives?

This goal supports Department goals DOC1, DOC2, DOC3, DOC4, and DOC5.

Describe how this goal supports the state IT goals and initiatives.

This goal supports the state goals of Customer Focus, Do IT Right, and Implementing Best Practices.

IT Objective: Gather business requirements of stakeholders.

Measure: Business requirements identified and understood (done) .

IT Objective: Determine and acquire appropriate platform.

Measure: Acquire necessary hardware and software (done).

IT Objective: Develop project plan.

Measure: Project plan that IT and Juvenile agree to (done).

IT Objective: Involve stakeholders throughout the development process.

Measure: Regular meetings to discuss projects, issues, and change requests.

IT Objective: Implement system.

Measure: Successful testing and implantation of a system that is accepted and used by the stakeholders.

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Agency Goal Number: ITG3

IT Goal Description: Understand requirements of Juvenile Justice agencies.

What are the benefits & who are the beneficiaries?

We have no written documentation of how Juvenile Justice information is collected from beginning to end. We do not know what information we have which could benefit or is needed by another agency, nor do we know what information another agency may have that would be beneficial for us. What information is common that we can easily share? As we develop new systems we need to be involved with these other agencies and have an understanding of their business requirements. This goal is to perform a complete requirements gathering from all stakeholders involved with Juvenile Justice in Montana.

What agency business goals or requirements are supported by this IT goal or initiatives?

This goal supports Department goals DOC1, DOC2, DOC3, DOC4, and DOC5.

Describe how this goal supports the state IT goals and initiatives.

This objective falls primarily into Moving Forward Together, the Right People, and Business Process Management.

IT Objective: Obtain funding for the requirements analysis.

   Measure: Award of federal grant.

IT Objective: Develop scope of project with affected agencies.

   Measure: Completed scope agreement.

IT Objective: Choose analyst and conduct analysis.

   Measure: Completed report delivered to all stakeholders.

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Agency Goal Number: ITG4

IT Goal Description: Seek funding to expand Juvenile Justice Information Systems

What are the benefits & who are the beneficiaries?

The basic information sheet under development only covers the basic needs of our Juvenile staff. This goal seeks funding to expand the system based on the results of the requirements analysis in ITG3. Expansion of the system will take into account the requirements of other agencies.

What agency business goals or requirements are supported by this IT goal or initiatives?

This goal supports Department goals DOC1, DOC2, DOC3, DOC4, and DOC5.

Describe how this goal supports the state IT goals and initiatives.

This goal falls primarily into the State's Customer Service, Moving Forward Together, the Right People, and Business Process Management goals.

IT Objective: Acquire grant funding.

   Measure: Grant award.

IT Objective: Develop scope, objectives, and project plan.

Measure: Completed project plan.

IT Objective: Implement project plan.

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Agency Goal Number: ITG5

IT Goal Description: Develop IT Governance Board.

The IT Governance Board will benefit the agency by coordinating business needs with IT projects.

What agency business goals or requirements are supported by this IT goal or initiatives?

This goal supports DOCG3

Describe how this goal supports the state IT goals and initiatives.

This supports the State goals of Move Forward Together, Fiscal Responsibility, the Right People, and Business Process Management.

IT Objective: Develop structure and charter of board.

Measure: Finished board structure.

IT Objective: Promote structure to agency management team.

Measure: Management team endorses and creates the board.

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Agency Goal Number: ITG6

IT Goal Description: Develop and Implement an IT Disaster Recovery Plan.

What are the benefits & who are the beneficiaries?

This benefits the citizens of the state, offenders, and our staff, ensuring public safety by restoring critical systems in the event of a disaster.

What agency business goals or requirements are supported by this IT goal or initiatives?

This supports DOCG1

Describe how this goal supports the state IT goals and initiatives.

This supports the State goal of Do IT Safely.

IT Objective: Participate on State Disaster recovery team.

Measure: Regular attendance by agency contact at these meetings.

IT Objective: Develop Department Disaster Recovery Plan.

Measure: Completed plan implemented. (May 2004).

IT Objective: Maintain contract with Disaster recovery vendor.

    Measure: Contract in place (Done).

IT Objective: Testing of plan.

    Measure: Successful testing of plan at least once per year.

IT Objective: Assist Management team with development of Business Continuity Plan that works in conjunction with the disaster recovery plan.

    Measure: Management Team develops plan.

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AGENCY IT GOAL:

    Agency Goal Number: ITG7

    IT Goal Description: Document imaging of Offender records

    What are the benefits & who are the beneficiaries?

       All Department staff that deal with offender legal records and the AG's office.

    What agency business goals or requirements are supported by this IT goal or initiatives?

    DOCG3

    Describe how this goal supports the state IT goals and initiatives.

      Implementation of Best Practices.

IT Objective: Investigate options available to us. This includes interaction with ITSD and other agencies involved with the MCJISP project.

    Measure: Research options available to the Department to centralize storage of records of inmates in a digital format. (Done)

IT Objective: Determine the requirements and cost associated with implementing an imaging system

    Measure: A determination will have been made of the requirements needed by the Department and other interested parties and an approximate cost of hardware and software necessary will have been determined. (Done)

IT Objective: Begin the necessary budgetary process necessary to implement the system.

    Measure: Enough information has been gathered to begin the process of determining the budget necessary to complete the task.

IT Objective: Obtain funding for project.

    Measure: Funding obtained (done, applied for Federal grant and was awarded).

IT Objective: Develop Plan and scope for initial project.

   Measure: Finished plan that supports goals. (Done)

IT Objective: Scan all live legal records of incarcerated offenders.

   Measure: All live records have been scanned. (Done)

IT Objective: Scan all dead legal records of incarcerated offenders.

   Measure: All dead records have been scanned. (Done)

IT Objective: Audit accuracy of scanned images.

   Measure: Records verified accurate or fixed. (Done)

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   Agency Goal Number: ITG8

   IT Goal Description: Investigate potential for automated workflow services.

   What are the benefits & who are the beneficiaries?

   Potential benefits are cost savings by elimination of paper transactions and streamlining of processes.

   What agency business goals or requirements are supported by this IT goal or initiatives?

   DOCG3

   Describe how this goal supports the state IT goals and initiatives.

   This goal supports Fiscal Responsibility and Implementation of Best Practices.

IT Objective: Obtain funding to study where workflow may benefit the agency

   Measure: Funds obtained.

IT Objective: Determine what program would be suitable for a pilot.

   Measure: Program is selected.

IT Objective: Implement workflow for that program.

   Measure: Workflow implemented and successful.

IT Objective: Obtain funding to expand and select next program.

   Measure: Funding obtained.

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   Agency Goal Number: ITG9

IT Goal Description: Criminal Justice Information System Integration.

What are the benefits & who are the beneficiaries?

Beneficiaries include but are not limited to the Department of Corrections, Supreme Court, Department of Justice, Law Enforcement, and the Federal Government.

What agency business goals or requirements are supported by this IT goal or initiatives?

This goal is supported by DOCG3.

Describe how this goal supports the state IT goals and initiatives.

This goal supports the State goals of Customer Focus, the Right People, and Move Forward Together.

IT Objective: Actively participate with the CJISP team.

Measure: Attend and participate in meetings.

IT Objective: Actively participate in the various sub-committees' working towards common data standards, data quality, and best practices.

Measure: Attend and participate in the meetings.

IT Objective: Actively participate in the development of a comprehensive integration plan.

Measure: Committee presents plan with interim solutions, an overall solutions, and an implementation strategy that all agencies agree on.

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AGENCY IT GOAL:

Agency Goal Number: ITG10

IT Goal Description: Participation in Multi Jurisdictional Livescan project.

What are the benefits & who are the beneficiaries?

This goal of this project is to implement modern electronic fingerprinting at our secure adult facilities giving them the ability to transmit fingerprints to the Department of Justice and through them to the Federal Government for identification purposes. We will also pilot a test using this type of equipment in a regional Probation and Parole office.

What agency business goals or requirements are supported by this IT goal or initiatives?

This goal supports Department goal DOCG1.

Describe how this goal supports the state IT goals and initiatives.

This goal supports the State's Move Forward Together goal.

IT Objective: Work with DOJ and other stakeholders in identifying needs.

Measure: Requirements are identified. (Done)

IT Objective: Evaluate RFP's with DOJ and other stakeholders.

    Measure: Select vendor.

IT Objective: Install new equipment at our facilities and train staff.

    Measure: Successful installation.

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AGENCY IT GOAL:

    Agency Goal Number: ITG11

    IT Goal Description: Participate in National Consortium of Offender Management Systems, Correctional Technology Association, and O-Track Consortium in developing common data standards, use cases, and XML standards.

    What are the benefits & who are the beneficiaries?

      Participation in these national groups will benefit the Department by fostering the exchange of information, development of common standards, and development of best practices among all participating states.

    What agency business goals or requirements are supported by this IT goal or initiatives?

      This goal supports Department goals DOCG1 and DOCG3.

    Describe how this goal supports the state IT goals and initiatives.

      This goal supports the State goals of Customer Focus, the Right People, and Move Forward Together.

IT Objective: Actively participate as a member of these groups.

    Measure: Participate in scheduled teleconferences and attend national meetings when feasible.

IT Objective: Actively participate in the various sub-committees' working towards common data standards, data quality, and best practices.

    Measure: Participate in scheduled teleconferences on committees we are assigned to.

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AGENCY IT GOAL:

    Agency Goal Number: ITG12

    IT Goal Description: Upgrade Inmate Banking and Commissary System.

    What are the benefits & who are the beneficiaries?

      The Inmate Banking and Commissary System is vital to the operation of the secure adult institutions. This system is nearing the end of its useful life.

Updating this system will prevent obsolescence, which will benefit the inmates under our care, Department staff, and the taxpayers of the Montana. A long-term failure of this system will impact safety at our institutions and create the potential for lawsuits against the state.

What agency business goals or requirements are supported by this IT goal or initiatives?

This goal supports Department goals DOCG1, DOCG3, DOCG4, and DOCG5

Describe how this goal supports the state IT goals and initiatives.

This goal supports the state goals of Customer Focus and Fiscal Responsibility.

IT Objective: Acquire new hardware and updated software to upgrade existing system.

Measure: Existing system is replaced.

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AGENCY IT GOAL:

Agency Goal Number: ITG13

IT Goal Description: Develop Department Data Quality Plan.

What are the benefits & who are the beneficiaries?

Improved data quality will benefit the Department of Corrections, Department of Justice, Courts, Legislature, Law Enforcement, our Federal partners, and the public.

What agency business goals or requirements are supported by this IT goal or initiatives?

This goal supports Department Goals DOCG1, DOCG2, DOCG3, DOCG4, DOCG5, and DOCG6.

Describe how this goal supports the state IT goals and initiatives.

This goal supports implantation of Best Practices.

IT Objective: Develop plan for improving data quality.

Measure: Developed and accepted plan.

IT Objective: Develop methodology for staff to report issues that create data quality problems.

Measure: Methodology distributed to appropriate staff.

IT Objective: Implement Data Quality initiatives into IT Governance structure.

Measure: IT Governance board is created with Data Quality component.

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AGENCY IT GOAL:

Agency Goal Number: ITG14

IT Goal Description: Improve Restitution Information System.

What are the benefits & who are the beneficiaries?

Improvements to this system will benefit the Departments Fiscal staff and the victims of crime that are owed restitution.

What agency business goals or requirements are supported by this IT goal or initiatives?

This goal supports Department goals DOCG3 and DOCG5

Describe how this goal supports the state IT goals and initiatives.

This goal supports Implementation of Best Practices.

IT Objective: Implement auditing features.

Measure: System is auditable.

IT Objective: Implement automated check printing.

Measure: Checks are no longer hand typed.

IT Objective: Implement automated process for Joint and Several judgments.

Measure: Manual adjustments of joint and several payments are no longer required.

IT Objective: Publish electronic reports of offender restitution payments to the desktops of Probation and Parole officers.

Measure: Probation and Parole officers have access to their offender's restitution payments at the time they meet with their offenders.

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AGENCY IT GOAL:

Agency Goal Number: ITG15

IT Goal Description: Inventory field-developed ad hoc databases.

What are the benefits & who are the beneficiaries?

This inventory will assist the IT staff in understanding what types of information our various divisions are collecting in these databases. Where possible the functionality of these systems will be added to our Department wide systems to reduce double entry, data degradation, and duplication of effort across the Department.

What agency business goals or requirements are supported by this IT goal or initiatives?

This goal supports Department goal DOCG3

Describe how this goal supports the state IT goals and initiatives.

This goal supports Implementation of Best Practices.

IT Objective: Work with administrators and/or IT Governance board to take ownership of this issue.

Measure: Requests for information from field offices are responded to with requested information.

IT Objective: Create inventory of systems and determine where functionality can be added to existing systems.

Measure: Number of enhancements to existing systems based on inventory.

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AGENCY IT GOAL:

Agency Goal Number: ITG16

IT Goal Description: Pursue new technology such as RFID to improve efficiencies of Department staff.

What are the benefits & who are the beneficiaries?

Depending on the technology this could benefit every partner of the Department.

What agency business goals or requirements are supported by this IT goal or initiatives?

This goal supports Department Goal DOCG3.

Describe how this goal supports the state IT goals and initiatives.

This goal supports Fiscal Responsibility and Implementing Best Practices.

IT Objective: Maintain an awareness of current national correctional technology practices.

IT Objective: Maintain an awareness of technology advances that may improve current systems.

5.2 FUTURE IT GOALS & OBJECTIVES

Describe any future IT goals and objectives for fiscal years 2008-2009.

Future goals include investigating RFID technology for use within the Department. GIS services combined with monitoring for high risk offenders, and expanded data sharing capabilities with other states and the Federal Government.

5.3 POTENTIAL RISKS

List the three greatest potentials risks that will impact the Agency's IT plan over the next three years and describe strategies for mitigation. Describe how these risks will impact the Agency's IT operations and business process. Potential risks may be resource limitations (e.g., funding, qualified staff, etc.), technology limitations, obsolescence, federal mandates, or conditions outside agency control.

RISK 1:

Funding is a large factor in the success of our IT plan. We can move forward and continue to make minor improvements in our existing systems in the event we do not get appropriate funding,

but will not be able to take our existing offender management system to the next level that we are seeking. We will continue to look for sources of Federal funding to make up for any shortfalls.

RISK 2:

Staff turnover also would play a role in the successful implantation of our strategic plan. Cross training our staff and ensuring that no one person is the sole source of knowledge on any application or project will help mitigate potential turnover.   All new systems are documented from the beginning and we are in the process of documenting legacy systems as time permits.

RISK 3:

We are faced with several obsolescence issues with desktop computers and servers. We are looking at alternative ways of acquiring this equipment in a way that will be both cost effective and ensure that we can update them on a regular basis.

SECTION 6: ENTERPRISE ALIGNMENT

6.1 AGENCY BUSINESS PLAN & STATE STRATEGIC IT PLAN ALIGNMENT

Describe the Agency's plans to support State IT goals and strategic initiatives not addressed by the IT plan described in Section 5.1.

The Department of Corrections supports the State's efforts to standardize network infrastructure, protocols & hardware, information platforms, and database environments, and makes every effort to conform to State standards, policies, and procedures.

We have and will continue to cooperate with other state agencies in inter-agency IT efforts such as Montana Criminal Justice Information Services Project (MCJISP). We continually work with ITSD to develop, learn and put into practice "best practices" in our network environments.

The Department promotes interagency cooperation by sharing our expertise and the tools we develop with other agencies. We work closely with Courts and DOJ to continue the effort to reduce redundancy, increase data integrity, and make our information more available to law enforcement personnel.

6.2 AGENCY'S CURRENT IT SYSTEMS

List all current IT systems (i.e., hardware, software, and processes) that are <u>not</u> currently in compliance with the State IT standards and have not been granted a formal exception. This should encompass security, business continuity, and hardware/software product and version currency.

Montana State IT standards can be found at the following URL:

  http://www.discoveringmontana.com/itsd/policy/software.asp

All Department systems are in compliance with existing state standards or have been granted an exception. We continually look for ways to move hardware and/or software that have been granted an exception to a State standard platform when upgrading or updating those applications.

SECTION 7: EXPENDITURES

7.1 AGENCY IT EXPENDITURES AND FUTURE BUDGET

SABHRS code	description	SABHRS level	FY2004	FY2005	FY2006	FY2007
61000	Personal Services	1				
61000	Personal Services (IT Staff Only)	1	1,037,879	1,037,879	1,080,948	1,080,948
62000	Operating Expenses	1				
62100	Other Services	2				
62135	Consultg & Prof Serv-Training	3	0	0	0	0
62136	IT Consult & Prof Services	3	0	0	0	0
62141	Tape Storage Charges/DOA	3	0	0	0	0
62142	Disk Storage Charges/DOA	3	10	10	11	11
62144	Misc Network Serv/DOA	3	93	93	97	97
62148	SABHRS administrative costs	3	201,050	201,050	209,172	209,172
62149	Virtual Private Network	3	867	867	884	884
62168	Read/write computer trans/DOA	3	10	10	10	10
62171	Mid-Tier Processing / D Of A	3	0	0	0	0
62172	Batch CPU Seconds/DOA	3	181	181	185	185
62173	Computer Processing/Non-D Of A	3	3,000	3,000	3,060	3,060
62174	Data Network Serv/D Of A	3	517,716	517,716	528,070	528,070
62175	System Development/D Of A	3	0	0	0	0
62176	System Development/Non-D Of A	3	0	0	0	0
62177	TSO CPU Seconds/DOA	3	0	0	0	0
62178	IDMS CPU Seconds/DOA	3	5,334	5,334	5,441	5,441
62180	CICS CPU Seconds/DOA	3	2	2	2	2
62181	Data Network Serv/Non-D Of A	3	0	0	0	0
62182	Misc. Info Sys. Serv/Non-DOA	3	23,994	23,994	24,474	24,474
62183	Operational Support/D Of A	3	933	933	952	952
62184	Operational Support/Non-D Of A	3	0	0	0	0
62185	Laser Print/DOA	3	4,855	4,855	4,952	4,952
62188	Central Imaging	3	14,168	14,168	14,451	14,451
62200	Supplies & Materials	2				
62245	Minor Equipment - Computer Hardware	3	284,243	284,243	289,928	289,928
62245A	Nb Lse Incept Minor Comp Equip	3	0	0	0	0
62249	Minor Software.	3	46,536	46,536	47,466	47,466
62261	Mus G&C-Software $1000-4999	3	13	13	13	13
62262	Mus G&C-Comp Hrdware 1000-4999	3	45	45	46	46
62296	Computer paper/Central Stores	3	2,381	2,381	2,429	2,429
62300	Communications	2				
62319	Cellular Phones	3	48,870	48,870	49,847	49,847
62320	Two-Way Video	3	1,400	1,400	1,428	1,428
62322	Teleconferences	3	0	0	0	0
62370	Telephone Equip Charge/DofA	3	145,046	145,046	147,947	147,947
62371	Telephone Equip Charge/Non-DofA	3	97,534	97,534	99,485	99,485
62372	Telephone Add/Move/Change	3	684	684	698	698
62373	Telephone Equip Maintenance	3	21,236	21,236	21,661	21,661
62374	Internet Services/Non DofA	3	117	117	119	119
62375	Off Premise Extensions	3	0	0	0	0
62376	Local Voice Circuits	3	0	0	0	0
62377	Long Distance Voice Circuits	3	0	0	0	0

62378	Voice Circuit Add/Move/Change	3	0	0	0	0
62379	Local Data Circuits	3	0	0	0	0
62380	Long Distance Data Circuits	3	0	0	0	0
62381	Data Circuit/D Of A	3	0	0	0	0
62382	Data Circuit Add/Move/Change	3	1,308	1,308	1,334	1,334
62383	Video Site-Fee D Of A	3	0	0	0	0
62385	Long Distance Charge/D Of A	3	77,365	77,365	78,913	78,913
62386	Long Distance Charge/Non-D Of A	3	378,553	378,553	386,124	386,124
62387	Credit Card Calls	3	737	737	752	752
62388	Local Calls	3	0	0	0	0
62400	Travel (IT Staff Only)	2	19,469	19,469	19,858	19,858
62500	Rent	2				
62522	Software Programs	3	0	0	0	0
62700	Repair & Maintenance	2				
62743	Multi-User Computers&Terminals	3	63,440	63,440	64,709	64,709
62750	Maintenance Contracts	3	6,129	6,129	6,252	6,252
62766	Single User Computers	3	466	466	475	475
62800	Other Expenses	2				
62876	Education/Training IT staff	3	10,475	10,475	10,685	10,685
62892	Electronic Information/Data	3	0	0	0	0
63000	Equipment & Intangible Assets	1				
63100	Equipment	2				
63104	Communications	3	9,280	9,280	9,466	9,466
63106	Multi-User Computers & Terminals	3	0	0	0	0
63134	Single User Computers	3	0	0	0	0
63300	Capital Leases-Equipment-Nonbudgeted	2				
63301	Multi-User Comp Equip Leased Nonbudged	3	0	0	0	0
63304	Single User Computers-Leased-Nonbudgeted	3	0	0	0	0
63400	Intangible Assets	2	0	0	0	0
63401	Multi-User Software	3	0	0	0	0
63402	Single User Software	3	0	0	0	0
63403	Software/Central Stores	3	0	0	0	0
63500	Installment Purchases-Equip-Nonbudgeted	2	0	0	0	0
63502	Installment Purch-IT Equip-Nonbudgeted	3	0	0	0	0
69000	Debt Service	1				
69300	Capital Leases	2				
69303	Lease Principal for IT Purchases	3	0	0	0	0
69304	Lease Interest for IT Purchases	3	0	0	0	0
69400	Installment Purchases	2				
69403	Installment Prchse Principal for IT Purchases	3	0	0	0	0
69404	Installment Prchse Interest for IT Purchases	3	0	0	0	0

totals 3,025,419   3,025,419 3,112,343 3,112,343*****

* Note: This includes all funding sources. The budgeting differences are due to grants that are not continuing grants.
 FY 06 - 07 are based on FY 04 projected expenditures. This does not include any EPP requests or changes to the budget.

7.2 TOTAL AGENCY BUDGET

The total agency budget includes all operating budget, grants, fee income and EPP allocations. Exclude all transfer payments, entitlement payments, etc.

	FY 2004	FY 2005	FY 2006	FY 2007
TOTAL AGENCY BUDGET	123,111,934	122,877,729	124,940,943	124,940,943

7.3 FTE COUNTS (FOR FY2004)

Agency FTE's	1158.80	Agency IT FTEs	22
		All contracted agency IT hours	0

SECTION 8: SUMMARY OF PLANNED IT INITIATIVES

8.1 SIGNIFICANT IT INITIATIVES

Briefly describe significant IT initiatives to take place during the following biennia. An initiative is a project or change that satisfies at least one of the following conditions. Include **all IT** EPP items even though they may not match one or more of the three criteria listed here.

- An inter- or intra-agency business process change, which requires a significant change to policy.
- A budget of $300,000 or more. The $300,000 budget is the sum of all grants, current operating budget expenses, new budget allocations, special fees, and other sources of funds through FY2007. The $300,000 limit is the sum of all internal, including staff costs, and external resources.
- Costs more than $50,000 and also comprises 25% or more of the Agency's IT budget.

Since the objective is to gather details relative to significant **new or large continuing IT projects, do not** list projects and initiatives that focus on the following areas:

- Current ITSD provided services that will continue in the future
- Renewals of equipment maintenance agreements
- Regular scheduled replacements of currently installed PCs
- Renewals of software vendor maintenance agreements

List each initiative sequentially (e.g., INITIATIVE NUMBER: I T I 1.) and describe the initiatives in order of their priority with the first item listed having the highest priority.

FY 2006 – FY 2007 INITIATIVES

INITIATIVE NUMBER: ITI1

Initiative Title & Description:

> O-Track Offender Management System: This project will replace our legacy offender management system with a comprehensive offender management system developed by a consortium of states and provided to other states without charge. Implementation of this system will allow us to better collaborate and share data with our peers in other states, collect information that we are not currently collecting, ease the burden of double entry within our agency, and enhance our abilities to manage our offender population.

INITIATIVE NUMBER   ITI2

Initiative Title & Description:

> Juvenile Justice Business Requirements Analysis: This project will help identify the information we have that other agencies need and information other agencies have that we need. This is the first step in understanding all of the business requirements among agencies involved with Juvenile Justice. As we develop new systems we can no longer be independent or ignorant of the needs of other agencies, we need to be involved with these agencies and share our resources and data wherever possible. This goal is to perform a complete requirements gathering from all stakeholders involved with Juvenile Justice in Montana.

FY 2008 – FY 2009 INITIATIVES

INITIATIVE NUMBER: ITI3

Initiative Title & Description:

> Enhancement of the Department's Juvenile Information System: This project will expand the Department's Juvenile system based on the results of the requirements analysis in ITI2. This expansion of the system will take into account the requirements of other agencies to facilitate the sharing of data.

8.2 INITIATIVE INTERDEPENDENCIES

List the initiatives identified in Section 8.1 that are interdependent with a description of the interdependency(s) (e.g., I T I 1, ITI2, ITI3, etc.).

INITIATIVE Number(s):   ITI3 is dependent on ITI2 and possibly on ITI1.

Initiative Interdependencies Description:

> The enhancement of the Department's Juvenile Justice Information Systems is heavily dependent on the information obtained in the business requirements analysis in ITI2. In addition we anticipate that a version of O-Track can be customized to provide a complete Juvenile offender information system. In this event ITI1 will also be dependent on information obtained from the ITI2 analysis.

SECTION 9: IT INITIATIVE DETAILS (FY 2004 - FY 2007)

Provide information requested for items 9.1 through 9.8 for each initiative listed in Section 8.1. If you use and submit the spreadsheet it is not necessary to complete this table.

9.1 INITIATIVE NUMBER, TITLES & EPP NUMBER

Initiative Number: ITI1   Title: O-Track Offender Management System

EPP Number (If Applicable) Not yet assigned

9.2 ESTIMATED INITIATIVE COSTS

	FY 2004	FY 2005	FY 2006	FY 2007
Personal Services				
Outside Contracted Services (non-ITSD)			600,000	350,000
ITSD Contracted Services				
Hardware			224,005	
Hardware Maintenance			15,584	15,584
Telecommunications - data				
Telecommunications – voice/video				
Software and software maintenance			226,645	35,770
Training			15,000	
Miscellaneous				
TOTAL	$ 0.	$ 0.	$1,081,234.	$401,354.

Update the "Total" calculation by selecting the field and then pressing F9

9.3 ACTIVITY TYPE

Place an "x" in the appropriate box. More than one box may be selected

Maintenance of Existing Application or System	☐
Major Enhancement to an Existing Application or System	☐
Replacement of Existing Application or System	☒ X
New Application or System	☐
Other _____	☐

9.4 ESTIMATED SCHEDULE (MONTH & YEAR)

Scenario 1: Federal Grant Awarded July 2004

Estimated Start:	October	Month	2004	Year

Estimated End:	September	Month	2007	Year

Scenario 2: Legislative Funding Fiscal 06.

Estimated Start:	July	Month	2005	Year

Estimated End:	June	Month	2008	Year

If this initiative will be continuous from the start date, place an "x" in the box. **X**

9.5 BUSINESS REQUIREMENT & INITIATIVE SCOPE

Describe the scope of the initiative and how the initiative supports the agency business goals or requirements from Section 4. The discussion may include capabilities to provide new services or capabilities to improve current services in support of the agency's mission, goals, and objectives.

Individual Divisions within the department have implemented various disparate data management systems to provide specialized operational functionality to support their duties. This approach has led to a lack of standardization and integration across our department's information systems, creating a lack of consistency in qualitative measures such as assessments of the physical, emotional, and sociological states of offenders.

O-TRACK, originally developed by the Utah Department of Corrections, is a state-of-the-art, 4th GL database system that manages state level offender populations. The system provides all pertinent information for managing offenders in secure facilities as well as in community settings such as probation, parole, and pre-release centers.

Versions of the O-TRACK database system are currently operating in Utah, Alaska, New Mexico, Idaho and Colorado, and several other states are looking at the possibility of implementation. As O-TRACK has been adopted by other states, it has become necessary to establish a consortium of users to coordinate and share the expense of development and refinement of the database.

It also represents a unique opportunity for the IT Bureau to demonstrate how effectively technology can increase safety and security practices by utilizing a single offender tracking system. This system will allow the IT Bureau a single source for warehoused data which will increase the veracity of data for reports, watching for trends and making future projections.

Each state in the consortium has made minor changes in its copy of the database to accommodate variation in management of adult offenders. **The core system remains stable**, and allows the states to exchange information in a standardized, predictable and reliable way. For states that join the consortium there are two areas of cost that need to be addressed: First, the Montana DOC would need to migrate our existing data to the new O-TRACK system. Second, we will need development funding to "tweak" O-TRACK to accommodate Montana's offender management procedures and customize the legal portions to be specific to Montana State Statutes.

This would enable the Department to meet the technological needs of a statewide correctional system in a cost-effective manner that ensures accountability, provides for public safety and meets the operational needs of the department.

The First *goal* of the IT Bureau is to create a unified system that tracks offenders at every stage of their supervision by consolidating the functionality of many disparate databases into a single system that is flexible, open to integration, and increases employee access to necessary information. This will allow DOC staff to effectively manage offenders, engendering a safer and more stable environment for themselves, the offenders they supervise, and the public.

Objective 1: To have managers use the information provided by this new system to reexamine how to communicate more succinctly about common events and milestones in the supervision of offenders. This process will allow staff that supervise offenders to more clearly define judgments and strive for a wider consensus about critical aspects in offender supervision. The nature of the information stored in the database is expected to drive process change within our user community: we anticipate that process efficiencies will be discovered as the additional utility within the system when it is put into production.

Objective 2: To improve procedures for tracking and collecting restitution. This includes letters, forms, and remittance advice, as well as payment tracking, and should improve collection practices resulting in greater efficiency in the collection and subsequent disbursement of restitution benefiting the victims of crime.

The second *goal* is to have an offender management system that does not merely computerize offender records but is a system that makes great strides in improving offender supervision by using the data provided to improve thinking and practices of offender management.

Objective 1: To move from a passive (file folder) approach to a working offender management system that has the ability to assign supervision and treatment levels, and actively applies that information. This will improve the consistency of how daily supervision of offenders is accomplished.

Objective 2 – To provide more efficient technical assistance to end users, DOC staff, the public, law enforcement agencies, consortium members, and network administrators on the department's information system by consolidating the information currently stored in several different systems.

Objectives 3 - To develop a juvenile specific module. The basic functions of Juvenile Corrections staff largely parallel those of the Adults. The IT Bureau believes that once the O-TRACK system is modified to accommodate the needs of Montana's Adult offender system they can efficiently modify the code to meet the needs of our Juvenile Division. This system would, of necessity, run as a separate iteration in order to preserve the confidentiality of that information.

Objective 4 – To implement the medical module, which will comprehensively track offender treatment, diagnosis, medication, and medical history.

One of the benefits of obtaining O-TRACK and joining the consortium will be the new capability of the data warehouse to address the information needs of staff, managers, and administrators. This includes the capability to generate on-demand reports and automatically calculate workloads to proactively balance staff assignments. This will assist managers in acquiring new staff, responding to work overload, and tracking trends in caseloads. O-TRACK will give the department the ability to more accurately forecast population growth and related assessments of how changes in offender population trends would effect staffing and budgetary requirements.

The O-TRACK system's offender case file has data related to vital statistics, information face sheets, photographs, alerts, status and movements, caseload assignments and checklists, pre-sentence investigations, probation, community service, diagnostics, reception and orientation, classification, risk/needs assessments, education and training, offender employment, treatment, programming needs, visitor information, prerelease preparation, victim notification, Board of Pardons and Parole scheduling, cell assignment alerts, counts, offender clearances and passes,

searches, incident reports, discipline and hearings, obligations, victim restitution accounting, mail, property, criminal history file, warrant notices, gang activities, and tattoos. We intend to share read-only access with law enforcement agencies to allow them to search for criminal history information. Another benefit will be the tracking of each inmate's visitors, which may prove to provide valuable intelligence to be analyzed to help with homeland security efforts.

O-Track will tie into VINE (Victim Information Notification Everyday system,), which notifies registered crime victims of offender movements and status changes, via a telephone call to the victim's home. It can also send an email to Department of Justice staff, which administers the state's Sexual and Violent Offender Registry, each time that we release an offender that is required to register.

The IT Bureau will follow best practices principles and will not work on this project in isolation, but with external IT staff from the consortium, IBM, other state agencies and DOC subject matter experts (Project Teams) to help customize the program.

9.6 AGENCY IT GOALS & OBJECTIVES

Describe how the initiative will help the Agency to achieve the IT goals and objectives identified in this plan. List the IT goals from Section 5 supported by this initiative.

This initiative supports ITG1, which in turn supports Department goals DOC1, DOC2, DOC3, DOC4, and DOC5.

9.7 TECHNICAL APPROACH

Describe the initiative's technical approach including a description of the hardware and software environment.

This application will replace our legacy application residing on an AS/400. The current proposed hardware platform consists of an P-Series IBM 630. The database utilizes Informix at this time. Currently the application is a client server application, but other states are in the process of converting to a web based application.

a. Describe primary computer and network hardware that will be allocated to this initiative. Where will the servers be located (city and building)?

The exact hardware is yet to be determined. The Department of Corrections is pursuing ITSD hosted services for this application, which we feel is our optimal solution. If this solution does not work out we will be purchasing a P-Series 630 class server and locating it in the Helena Central office.

b. Describe the primary IT software (i.e., OSs, databases, etc.) applications to support this initiative.

This application requires the IBM AIX Unix operating system, hosting an Informix Database and a DB2 UDB Data warehouse. When the application becomes web enabled, s Websphere application server will also be required. Programming staff will utilize PowerBuilder and PowerDesigner for maintenance and support tasks. Although not a necessity for this project we are also planning on purchasing version control and defect tracking software for use on this project and other Department applications

c. Describe any intra-agency or inter-agency services the Agency will require to support this initiative.

The Department will work with ITSD in multiple areas on this project including but not limited to, hardware support, network connectivity, contract assistance, Statement of Work development, and application hosting. This application will also result in the necessity to create and test a new link to Department of Justice queries into our system. Department of Justice will also be consulted about features that may be of use to them. For example the system would have the ability to notify DOJ staff via e-mail when we release a sexual offender that must register.

We will also keep our partners in the Montana Criminal Justice Integration Project involved with our project.

d. Describe any consulting contracts and outsourced professional services needed to implement and support this initiative.

The Department would be contracting with a vendor on the term contract to provide customization, installation, and technical training to our staff. This will include a senior project manager from the vendor, programming staff, and a technical consultant.

e. Identify any Internet or Web Services, telephony or other access methods needed in order to implement this initiative or provide service.

None

9.8 RISKS

Describe any known considerations or contingencies, major risks, and the implications of not attaining this IT initiative. Exclude any risks discussed in Section 5.

Unanticipated problems with current interfaces may develop. Current interfaces are vital to the day-to-day business of the Department, the offenders we manage, Law Enforcement, and the victims of crime.

Adequate hardware space in our current location could be an issue if we are unable to host the application at ITSD. While this is not an insurmountable issue, it could result in a delay.

As other states move forward with an initiative to utilize O-Track resources our partners may become stretched. This will be mitigated with requirements in our SOW.

Failure to attain this initiative will result in the Department relying on our current legacy applications and supporting databases.

❖   ❖   ❖

9.1 INITIATIVE NUMBER, TITLES & EPP NUMBER

Initiative Number: ITI2   Title: Juvenile Justice Business Requirements Analysis

EPP Number (If Applicable) N/A

9.2 ESTIMATED INITIATIVE COSTS

	FY 2004	FY 2005	FY 2006	FY 2007
Personal Services		20,000	10,000	
ITSD Contracted Services				
Other State Agency Contracted Services				
Outside Contracted Services		150,000	50,000	
Hardware				
Telecommunications				
Software				
Maintenance				
Miscellaneous		65,556	20,000	
Training				
TOTAL	$ 0.	$235,556.	$80,000.	$ 0.

Update the "Total" calculation by selecting the field and then pressing F9

9.3 ACTIVITY TYPE

Place an "x" in the appropriate box. More than one box may be selected.

Maintenance of Existing Application or System   ☐

Major Enhancement to an Existing Application or System ☐

Replacement of Existing Application or System   ☐

New Application or System   ☐

None of the above   ☒

50

9.4 ESTIMATED SCHEDULE (MONTH & YEAR)

Estimated Start: _____July_____ Month _____2004_____ Year

Estimated End: _____June_____ Month _____2006_____ Year

If this initiative will be continuous from the start date, place an "x" in the box. ☐

9.5 BUSINESS REQUIREMENT & INITIATIVE SCOPE

Describe the scope of the initiative and how the initiative supports the agency business goals or requirements from Section 4. The discussion may include capabilities to provide new services or capabilities to improve current services in support of the agency's mission, goals, and objectives.

There is a need for an integrated juvenile system in Montana. Such a system should provide all pertinent information for managing offenders in secure facilities as well as in community settings on probation or parole. In addition, the historical criminal record and other key demographic details about offenders would be maintained in such a system so that we could have an accurate picture of Montana's Juvenile Justice System. The system must address confidentiality of minor offenders and therefore access to the system will be determined by individual agencies so that individuals will have access to the information they need and information will be shared on a need to know basis. Before any development or planning can begin we need to take a comprehensive look at the existing Juvenile Justice system to determine what exists today and what the business requirements are for developing such a system. To that end the purpose of this initiative is to acquire federal funding to gather these requirements. This will be done utilizing the following steps:

1. Hire a contractor to do an in-depth analysis of the juvenile justice system, its current data tracking programs and develop an outline of the required planning and programming that will be needed to interface and integrate the current systems.

2. Host **Requirements Gatherings** meetings with key stakeholders, Department of Corrections, Montana Supreme Court, the Montana Board of Crime Control and the Department of Public Health and Human Services.

3. Host **Requirement Gatherings** meeting with end-users from all agencies involved with youth in the juvenile justice system (DOC, MBCC, Supreme Court, DPHHS, OPI, community-based agencies etc.)

4. Produce a document that will outline the current Juvenile Justice System's data tracking programs and the steps and hours needed to integrate and consolidate the systems.

9.6 AGENCY IT GOALS & OBJECTIVES

Describe how the initiative will help the Agency to achieve the IT goals and objectives identified in this plan. List the IT goals from Section 5 supported by this initiative.

This initiative supports ITG3, which in turn supports Department goals DOC1, DOC2, DOC3, DOC4, and DOC5.

9.7 TECHNICAL APPROACH

Describe the initiative's technical approach including a description of the hardware and software environment.

> This is a business requirements analysis project and does not require any new hardware or software. A result of this project will be an understanding of what current hardware and software is utilized by all agencies dealing with Juvenile Justice.

a. Describe primary computer and network hardware that will be allocated to this initiative. Where will the servers be located (city and building)?

> None

b. Describe the primary IT software (i.e., OSs, databases, etc.) applications to support this initiative.

> None

c. Describe any intra-agency or inter-agency services the Agency will require to support this initiative.

> This initiative will require participation from stakeholders from the Department of Corrections, Montana Supreme Court, Montana Board of Crime Control, Department of Public Health and Human Services, Office of Public Instruction, and other community-based agencies in order to be a success.

d. Describe any consulting contracts and outsourced professional services needed to implement and support this initiative.

> This project will require the services of a contractor to conduct these interagency meetings, to document current processes, and provide documentation of the results.

e. Identify any Internet or Web Services, telephony or other access methods needed in order to implement this initiative or provide service.

> None

9.8 RISKS

Describe any known considerations or contingencies, major risks, and the implications of not attaining this IT initiative. Exclude any risks discussed in Section 5.

> If the Federal grant is not awarded this initiative will not move forward until other funding sources are found.

> Agency participation is a key to the success of this initiative; we risk not getting complete results if there is a lack of participation.

SECTION 10: IT INITIATIVE (FY 2008-2009)

Briefly describe the possible business requirements and IT solutions that are associated with each FY2008-FY2009 initiative listed in section 8.1.

There is a need for an integrated juvenile system in Montana. Such a system should provide all pertinent information for managing offenders in secure facilities as well as in community settings on probation or parole. In addition, the historical criminal record and other key demographic details about offenders would be maintained in such a system so that we could have an accurate picture of Montana's Juvenile Justice System. The system must address confidentiality of minor offenders and therefore access to the system will be determined by individual agencies so individuals will have access to the information they need and information will be shared on a need-to-know basis.

We are currently seeking grant funding to be used for enhancement of our existing systems in order to implement the business requirements found in ITI2. One potential course of action will be customizing the adult version of O-Track to fit the needs of Juvenile Corrections. A second alternative will be to enhance the basic information system currently being developed to fit these needs. This decision cannot be made until after the analysis of ITI2 and a determination of requirements has been delivered. While this initiative is geared towards Juvenile Corrections we understand the importance of our partner agencies and the need to integrate our system with theirs or even share the system if it develops in that direction.